



SPECIAL EVENTS MANAGEMENT

Challenges and Strategy



Benefits of Events

- Economic development impact
 - Attracts people from out-of-town
 - Gets Raleigh on the map
 - Hotel rooms, meals, retail opportunities
- Non-profit fund-raising
- Arts, cultural activity
- Raleigh demographics – young, active
- Supports local entrepreneurs and non-profits
- Fun! - quality of life



Economic Impact

- 1.33 million people participate in special events, 1 million in downtown alone
- Day-trip spending (visitors from out of town) = \$105 per person*
- National level events (City of Oaks, Ironman, Rock-n-Roll) are generally higher (more overnight stays)
- Support for local non-profits – Generally \$5-10,000 plus per event
- Taxpayer direct benefits
 - Sales tax
 - Beer/Wine excise tax
 - Hotel Room occupancy tax
 - Prepared food tax
 - Long-term economic development (prop. tax)



*source: Greater Raleigh Convention and Visitors Bureau

Problems with Events

- Central city streets – multiple uses
- Street closures on popular routes
- Multiple events each weekend
- Some neighborhoods, businesses and transit users are regularly affected
- Event organization is not entirely consistent
- Downtown core residential / noise issues
- Sundays - best in some ways, but worst for churches



Current road race policy

- Coordination through RPD
- Downtown Events coordinated through DRA
- First-come, first-served date reservation policy – with ability to reserve same date in subsequent years with good performance score
- City Council-approved economic development events have priority
- \$100 application fee
- 100 events per year limit – add'l limitation on use of popular routes on subsequent days or weekends during the year
- 12-event limit on greenways
- Notification plan required
- Dedicated race courses not on city streets are exempt from 100-event limit



The Challenges

- Increasing number of events
- Increasing variety of events
- Complexity of coordination
- National events / organizers
- Single point of contact
- Clear policies / fee structure
- How to respond when “things happen...”



Workload

- 350 events in 2013 (includes downtown and street closures throughout the City)
- 100 road races / closures (at limit)
- 22 parades and walks
- 251 demonstration and picket permits
- 1.33 million participants (est.)
- Does NOT include block parties, etc.



Recommendations

- Immediate:
 - Assign Emergency Management Coordinator to be City's primary point of contact – coordinates internal staff, DRA, HSCSC interaction with event organizers
 - Update application materials to clarify responsibilities of event organizers – includes safety plan
 - Develop communications template for organizers to conform to
 - Publish weekly digest of events (implemented Oct. 2013)
 - Administrative support from DRA will continue until July 1
 - Transition leadership of DETF to City staff – DRA has been leading this using their own budget and staff



Recommendations

- Spring/Summer 2014 – Preliminary:
 - Establish permanent Special Events Office
 - Will allow on-site coordination for all major events
 - Implement graduated fee structure to support Special Events Office
 - Establish city-wide calendar of events – Fully transition DETF leadership to Special Events Office staff
 - Begin development of web-based application system
 - Begin review / development of special events policies including notification / communication policies
 - City Manager to bring forward recommendations on implementation of these changes in the Spring.



Preliminary Budget Implications

- Estimated Cost
 - Three staff positions (two full-time special events coordinators plus administrative position) plus office upfits – initial budget year approx. \$225,000 – ongoing salary costs approx. \$175,000 / yr.
- Resources:
 - Consider Special Event graduated fee structure (Lower fees for smaller, non-profit events, larger fees for high attendance, for-profit events) - Potential revenue (depending on final fee levels) \$30,000-\$50,000 – based on 2013 events
 - Consider capturing a portion of 2012-2013 agency appropriation to DRA - \$50,000 allocated in current budget for Downtown Plan support can be diverted in 2013-2014 to Special Events Office

City Council Actions

- Approve immediate strategy to create City single point of contact and transition event coordination to City
- Authorize City Manager to consider other interim steps toward staffing a Special Events Office in this fiscal year, as well as bring forward ideas for implementation of the long-term strategy in the upcoming budget cycle for FY 2014-2015



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